

## CORRECTED TRANSCRIPT

Interview with **AUDREY ROWE**

Interviewed by Betty King

Audrey Rowe was a Republican and Chairwoman of the National Women's Political Caucus when she had her first experience of grassroots politics working on Marion Barry's 1978 campaign. In Marion's first administration she was Special Assistant for Youth Affairs, devised the plan to establish the Mayor's Youth Leadership Institute and was Director of the Social Services Administration. After leaving District government she had a varied and distinguished career. At the time of this interview, she was Administrator for Food and Nutrition Services at the US Department of Agriculture.

16 October 2015

**INTERVIEWER:** So today is October 16, 2015. My name is Betty King, and I am talking to Audrey Rowe, who was one of Marion Barry's supporters in 1978 and came into his administration immediately after his inaugural.

Tell me about life before Marion Barry. When did you come to the District?

**AUDREY ROWE:** Well, I came to the District, my husband, then husband [Wilbur Colom], and I came to the District in 1968, and he attended, he was getting ready to go to Howard University. I was trying to decide where I wanted to go to school, but he got started, and then I was going to go the second year, but I started working at the telephone company, and the next thing I knew, I was pregnant, and so life started taking on a different route for me. But we agreed that I was going to go back to school and still had to get myself at least a bachelor's degree and be able to work, and then we would figure out—he wanted to go to law school, and figure out when I would go for a master's, and so we kept going backwards and forward.

And while I was in—so I decided to go to Federal City College because someone had told me about the program there and you could take literature from C.L.R. James [Trinidadian writer, historian, journalist and socialist], and you had all of these really named leaders and literature, politics. Also, I was really looking forward to spending time and learning from people who actually had participated and achieved something in their careers and were social justice focused.

And so I went and decided when I was there that I was going to get into education because maybe what I really wanted to be was a school teacher. So, I was still trying to figure myself out. Meanwhile, we had a child, and not too long after we had -- Nyani was born, Wilbur went to work at the Welfare Rights Organization when he graduated from college, and I was

interested in not only working at the Welfare Rights Organization sort of as a volunteer, but we—Wilbur and I met when he was at Columbia and I was on the picket line outside of Columbia supporting the students at Columbia University. So we both were very much engaged and being involved in the Movement. We had managed to get ourselves arrested in New York, totally separate from any kind of a demonstration. We saw some police pulling a child from the mother, who was screaming, "Let my child go!" and we got up. Wilbur—we were at a restaurant—Wilbur ran out and said, "What's going on?" and before we knew it, the police had him on the ground, pinned down. I immediately ran up and said, "What is happening here? Let him go, he didn't do anything." The next thing I knew, I was arrested. So, both of us ended up going to jail.

**INTERVIEWER:** The more things change, the more they stay the same.

**AUDREY ROWE:** The more they stay the same. And they got—the baby still went with the police. The mom got arrested as well. So, we all get to the police station, and then a police officer, they bring Wilbur in, and they have beat the living crap out of him.

**INTERVIEWER:** Oh, god.

**AUDREY ROWE:** And, you know, we—I got charged, and the officer who had beat him up said, "Yeah, I'm charging her, too." So, we both got charged for interfering with government operations and some other kinds of criminal intent, and then they found in a briefcase some Black Panther literature, so we were actually subversives.

[Laughter.]

**AUDREY ROWE:** And so there is all of this stuff going on. We come to Washington and we reestablish our careers and what we're—at least our focus in what we're going to be doing here, going to school, but still traveling back and forth to New York as part of a hearing because the officers never showed up. So, we went back to New York 14 times from D.C. only to find we had Jerry Lefcourt, who was our lawyer at the time, make a plea to the judge, and the judge just dismissed the case. And so it was over.

We were in Washington, and I started going to—I was going to school. Again, there were some, even at FCC [Federal City College], at that time, there were some issues around allowing students to have voice in the government and curriculum, the student government association was more of a pawn of the administration. There were a group of us who really wanted to raise that issue. And so I helped to organize a demonstration that shut the school down. Unfortunately, it was also the same day that they were coming to do the certification of the university so we all could get degrees, thank you.

**INTERVIEWER:** Did you know that?

**AUDREY ROWE:** We didn't know that. We didn't know that. So, they got them out. It was a big mess, it really was. And the Board of Regents was who had come in. But we got to sit down with Harland Randolph], talk to him about some of the things that we wanted to see different, and we, I think, managed to make some changes in the way in which students were viewed and the way in which they were involved in curriculum and planning and some of the student policies, those kinds of things. So, we worked on—I worked on all those for a while. I graduated.

When I graduated, I had started volunteering at the National Welfare Rights Organization and got to know George Wiley, [Executive Director at NWRO] who then asked me if I would come on as his special assistant. And so Wilbur was the head of communications, I was Wiley's special assistant, and we went about organizing demonstrations and doing—and that—it was during that time that I met Marion—

**INTERVIEWER:** Of course. Organizing demonstrations—

**AUDREY ROWE:** Organizing demonstrations.

**INTERVIEWER:** You were definitely going to meet Marion.

**AUDREY ROWE:** So I got to meet Marion. But, you know, more from afar, I mean, I was just in awe of him. I mean, here was somebody with SNCC [Student Non-Violent Coordinating Committee} and he had his dashiki all the time and he had formed—

**INTERVIEWER:** Pride.

**AUDREY ROWE:** —Pride, and the work that he and Mary Treadwell [Marion's then wife] were doing, and I was just always very admiring—I was an admirer, an admirer from afar, not actually engaged that much.

**INTERVIEWER:** Now, one of the things that fascinated me about you when I first met you in '72, '73, was that you were a Republican.

**AUDREY ROWE:** Yes, which is one of the things that fascinated Marion, too.

[Laughter.]

**AUDREY ROWE:** But, you know, it was really something that when Wilbur and I were looking at, how do you effect change? How do you change both the feeling that the Democratic Party took a lot of things for granted, the Republican Party needed to have people of color engaged in the Republican Party pushing on the issues from that perspective, from our perspective, in the

party? At that time, the party, certainly in the District, was not what we see today as a—it's pretty liberal, pretty open. We passed the Equal Rights Amendment and all of those kinds of things. I ended up being a delegate to the convention. I think Marion's biggest crackup was that I got to introduce the Vice President of the United States at the Republican Convention, and then a year later, the next convention, I was organizing a demonstration at the Republican Convention on the platform issues around 6,500, for welfare payments of base of 6,500, but we did both the Democratic and Republican.

And we just—you know, from time to time, I would run into Marion at various things, and at the point at which I really—he knew about the organizing that I was doing with welfare rights, but he also knew about the organizing I had done at UDC [University of the District of Columbia, successor institution to Federal City College], which I did—which is now UDC, which I did not know. And we started—and the first issue, I think, there was a demonstration that we wanted to do with welfare rights, we needed to bring together or get leadership in the District of Columbia to be a part of it, and so George Wiley and I went to see Marion and to talk to him about how do we get engaged, and so that's when I really got to know a little bit more about Marion. And over time, not only did I get to know Marion more, I also got to Mary and—

**INTERVIEWER:** Mary Treadwell.

**AUDREY ROWE:** —Mary Treadwell, his wife, and then I just sort of became a part of their circle in some ways, and at one point when Marion was on the Council, he and Mary had approached me about coming to work for Pride. And at that time, I was—I think we—Wilbur and I may have been getting divorced or separated, and I was worried about, you know, how much income I was going to have and what all of that was going to mean. And I didn't take the job, and, instead, when George Wiley died at Welfare Rights, was killed—well, I shouldn't say—had the accident, boating accident—I had worked with Pride, but I had also worked with Marian Edelman, [Director of the] Children's Defense Fund, and just felt with all my education experience and background, that I would be a better fit for CDF, so I went to work for CDF, but stayed involved with Marion and Mary and Pride, got to know Landon McCall and just a bunch of people who were all around at that time. And at some point, Marion—to just jump a few years, Marion decided he was going to run for office, and at the time he decided he was going to run for office, I was at CDF, and—

**INTERVIEWER:** Children's Defense Fund.

**AUDREY ROWE:** Children's Defense Fund. I was at Children's Defense Fund, and was thinking about leaving but hadn't really thought about where I was going to go or what I was going to do, did some work with—helped to write some things in terms of policies for suspension for the schools, started focusing on runaway youth, and that's when I got to meet—Debbie [**last name?**] is head of Sasha Bruce. Bill—

**INTERVIEWER:** Yes?

**AUDREY ROWE:** Yes. I'm blanking on his last name. And he was very engaged in working in the city and working around youth issues. And I can't remember what the catalyst was, because I was seeing Stephen [Kline] at this point, and Stephen was—

**INTERVIEWER:** Your second husband.

**AUDREY ROWE:** My second husband, who became my second husband at that point. We—Stephen was always a supporter of Marion's, I mean, 100 percent supporter of Marion. I've got to tell you something he wants me to make sure I tell you after this is over—100 percent supportive of Marion, and we went over to the campaign a few times. Ivanhoe I knew, had met, over time, Ivanhoe Donaldson [manager of 1978 Barry campaign], Ann Chinn—so there are various people who were surrounding Marion that I was familiar with then.

I think it was Marion asked me if I wanted to work on his petition drive, and I said, "Sure." So, that was a voluntary activity, I could do it on weekends, do it in the evening, but we got into it in such a way that things—I had one foot out of the door at CDF anyway, so I just said, you know, this may be an opportunity for me to work for somebody who I really believe in, and I really believed in Marion and all of the things that he was trying to do for the city. I just thought as a Mayor, he would be the best person positioned because he understood the city, he cared about the city, he cared about youth, which is one of the areas that I cared about so much, so we had a lot of interest in. And so I started working on the campaign and working in the petition drive. And Marion used to laugh at me all the time because I didn't know what I was doing. You know, I knew we had to be out there on the streets getting people—

**INTERVIEWER:** You were just the president of the National Women's Political Caucus, and you didn't know what you were doing?

[Laughter.]

**AUDREY ROWE:** I was president of the National—

**INTERVIEWER:** Something as lowly as doing a petition drive. Come on, Audrey.

[Laughter.]

**AUDREY ROWE:** Well, that was sort of my political activism. I was very active in doing that, but the nuts and bolts of the campaign, I had never done a campaign.

**INTERVIEWER:** Right.

**AUDREY ROWE:** So, you know, here I am head of the National Women's Political Caucus and talking about fundraising, but the nuts and bolts of what it takes just to get the petitions done—

**INTERVIEWER:** Get the name on the ballot.

**AUDREY ROWE:** —and get the name on the ballot was something that I had never engaged in, and so I was very much engaged in working on that. And I think that was the transition. I left CDF as I was becoming president of the National Women's Political Caucus. And then—

**INTERVIEWER:** That was in 1977.

**AUDREY ROWE:** In 1977, and it was during that period that Marion asked me to go and work for him.

**INTERVIEWER:** Right. Because he really started—he made his decision in '76, when he was being reelected to a second term on the Council.

**AUDREY ROWE:** Right, right.

**INTERVIEWER:** And by '77, he was wooing people that he wanted to come with him.

**AUDREY ROWE:** He was wooing the people he wanted to come with him, and, you know, I certainly, again, because I respect him a great deal, I wanted to go and work with him. And I wanted to work—I wanted to learn what it took to get, you know, the name on the ballot, and I also learned how really hard it is and how much organizational skill and organizing skill it takes to get all of these people out in the streets doing all of this, getting signatures, talking to people, all of the verifications that we needed to do, getting volunteers to come in and help with all the verifications, all of the work that went into that, and I just jumped right in the middle of it and tried to work as best I could, but learn as quickly as I could. And Ivanhoe was a great teacher.

**INTERVIEWER:** Oh, yeah.

**AUDREY ROWE:** So, you know, I had a wonderful teacher and worked very closely with him, but Marion and I would go out together and I ended up being the driver. Now, sometimes he would drive, but most times I ended up being driver. I knew a narrow swath of the city, but we were going over into areas that I had never visited, never even thought about visiting, and we would pull in, get out of the car, folks would come up, we would get the signatures, he would do what we needed to do. I remember one time in particular, and I think this was during the petition drive, or it may have been in the early days of the campaign, we had gone out—it was

after the petition drive, he was on the ballot—we had gone out and we had a bullhorn, and we were on 8th Street, H Street, like 8th and H and maybe 6th, 7th.

**INTERVIEWER:** Up on Capitol Hill.

**AUDREY ROWE:** On Capitol—Northeast.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** Yeah, Capitol Hill. The H Street corridor, as they called it at the time.

**INTERVIEWER:** Yeah, which was very different than—

**AUDREY ROWE:** Which was very different than it is today.

**INTERVIEWER:** Yes.

**AUDREY ROWE:** Totally different.

**INTERVIEWER:** Yeah. Very depressed.

**AUDREY ROWE:** And you had all of these people, there were a number of men who were very intoxicated, and they were sitting outside of the liquor store, and there was a bar, and Marion just wades right into this group, and they were like, "Hey, Marion Barry, Marion Barry, we're glad, Marion Barry, you're going to be our Mayor, Marion Barry. We love you, Marion Barry." And I'm trying to—I'm on the bullhorn trying to attract people to—not necessarily to where he is, but certainly get him more further away from these folks and to attract folks, you know, "Come and meet Marion Barry," who was so—were probably going to be voting, all that, "Come and meet Marion Barry," and I'm on the bullhorn, and this guy says to Marion, he says, "Marion, I want to speak on the bullhorn," and Marion looked at me and started laughing, he said, "Audrey, give him the bullhorn." So, I looked at him like, "You've got to be kidding me." So, he takes the bull—"Hey, Marion Barry," and he's got his mouth all over the bullhorn, and he hands the bullhorn back to me, and Marion just starts laughing, he is laughing, because my facial expression had to be, "Oh, god, no, I'm not doing anything else." I mean, I probably was horrified.

[Laughter.]

**AUDREY ROWE:** And Marion used to tell that story, I mean, whenever he had a chance, he would say my face was like I was horrified, and he started—and I started thinking, "What am I going to do? I'm not getting back on this bullhorn. I'm not. I don't care."

[Laughter.]

**AUDREY ROWE:** And we—I reached in the car, and he said, "Oh, we'll get you some paper towels." "Paper towels will not take care of this. I am not putting my mouth back on this bullhorn. I am sorry."

[Laughter.]

**AUDREY ROWE:** So we finally—you know, people started coming over, and we would—but the bullhorn never—I mean, I—

**INTERVIEWER:** Never again.

**AUDREY ROWE:** Never again. I gave the bullhorn back. I said, "You want to use the bullhorn? Be my guest. I'm not putting this bullhorn back to my mouth."

[Laughter.]

**AUDREY ROWE:** And so we finished up and we did—and Marion just got in the car, and he's just laughing and he's laughing. He said, "You know, your little 'bougie' ways, you know, you get down with the people, and then you don't want to interact with the people." And I'm going, "I will interact with people, but I am not putting my mouth on a bullhorn that somebody who is sloppy drunk had just licked on. I'm sorry."

[Laughter.]

**AUDREY ROWE:** And he just—and he would tease me about it all the time. But he also made me think, okay, was it the sanitary—and I think, was it just—I thought I cannot put this back to my mouth because it is full of germs and it's not sanitary, and it's just—I can't do it, or did I also have an attitude about those people? And Marion made you think about those kinds of things. And, you know, that you really had to meet people where they were and then work to take them and support them to get to someplace else. And that experience and then talking to him about it a little bit was a really important, I think, experience for me to check myself and to check my attitude.

And then we continued to work, of course, continued to work the campaign. Stephen became involved in the campaign. And there were other times when we went out campaigning, and he would have me introduce him, because we had formed a good working relationship, and I respected him immensely, and so when I talked about him, you know, I could talk about what he had accomplished and really encourage people to come and to meet him and to talk to him, and then Marion would take over and he would be fantastic, I mean, he could talk about all the things that—all the issues and the focus of the campaign.

There were a couple of times when we were working on the campaign and things weren't going right, you know, you could tell that he was really frustrated, and, you know, and sometimes he would be not necessarily gentle with his frustration, and, you know, he would criticize. And initially the first time he or Ivanhoe said, you know, "You don't know what the hell you're doing," or something to that effect, I was just devastated. But Marion came back around and said something that just sort of let me know that the criticism wasn't something that I needed to take personal, but I needed to focus on whatever the issue was or the skill was or the outcome was that they were looking for that I wasn't delivering, that I needed to refocus. And so I learned a lot in that sense from working with him during the campaign. I learned a lot about the city. I mean, I was all over. I learned how to use Rock Creek Park, get into parts of Southeast and Northeast and far. I mean, I just learned so much about the city.

**INTERVIEWER:** I know.

**AUDREY ROWE:** And I enjoyed traveling with him because people would come out of everywhere, you know, when we were really campaigning and you had the cars and you had the signage and all of that, folks would come from everywhere, "Hey, Marion Barry, you're our man! You're our man! Marion Barry!" You know, they were just so—they recognized that he was someone who was there for—he was their voice.

**INTERVIEWER:** And, you know, another thing is that our feminist friends thought he was terrific because it wasn't just that when we had a Women for Barry thing that he was talking about women's issues, he talked about them all the time.

**AUDREY ROWE:** Right. He would talk to them all the time. He would talk about women's issues, and he would give women positions in the campaign, it wasn't just talk. You could look around the campaign and see women in positions of responsibility that were critical to the success of the campaign.

**INTERVIEWER:** And the first Cabinet.

**AUDREY ROWE:** And the first Cabinet. Oh, the first Cabinet was fabulous.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** And I got to know a lot of those folk. I never thought about coming to work in the government. I had left. When the campaign was over and Marion had won, I actually went to the Corporation for Public Broadcasting as director of women's activities and started focusing again on, how do we increase the number of women who were in the broadcast industry? How do we get programming that is more focused and more balanced, and so on? So, I did a lot of those kinds of things, and I got to work with Gillian —Sharon Rockefeller and

several other women who were very prominent [at CPB], but I also got to work with Tabacaru and some of the producers and arts folk in the city who were very much engaged in production and telling the story, so to speak. And I had—there was a meeting that I attended and there was a position that was open for vice president at the corporation, and the women were supporting me for it. Unfortunately, there were only two of them, so somebody else got the job, and I was really disappointed. And right at that time, Marion was putting the Cabinet together, and I got a call saying, "Marion wants to talk to you." And so I went over, and he said, "I want you to come on as my special assistant for youth affairs," and I was thrilled, thrilled to be able to work for him, but thrilled to be able to work for him in the area which he wanted, he and I had a lot of interest. So, I agreed to come on. And then you had Diane Lewis and you had a number of other women who we had worked with—

**INTERVIEWER:** Diane is working on this oral history project with us.

**AUDREY ROWE:** Oh, great, great.

**INTERVIEWER:** Who were the other people?

**AUDREY ROWE:** You had Florence came on during that time.

**INTERVIEWER:** Florence?

**AUDREY ROWE:** Florence Tate.

**INTERVIEWER:** Oh, and she was the press secretary.

**AUDREY ROWE:** Yeah, she was press secretary. The first [Corporation Counsel Judy] Rogers.

**INTERVIEWER:** Yes, and Gladys Mack [Budget Office].

**AUDREY ROWE:** And Gladys Mack and—

**INTERVIEWER:** And then, of course, you had Elijah Rogers [City Administrator].

**AUDREY ROWE:** Elijah coming on.

**INTERVIEWER:** Jim Gibson [Deputy Mayor for Planning].

**AUDREY ROWE:** And Jim Gibson. I mean—

**INTERVIEWER:** Carroll Harvey.

**AUDREY ROWE:** Carroll Harvey. That first Cabinet was a working Cabinet. I mean, it was not a Cabinet that took title and said, "Okay, we've got titles and we've got this bureaucracy."

**INTERVIEWER:** No, but, you know, the curious thing was that when Marion came into office, the only person in [former Mayor] Walter Washington's Cabinet who served at the pleasure of the Mayor was the City Administrator. Everybody else was tenured civil servants left over from the days when the District government was an agency of the Federal Government.

**AUDREY ROWE:** Was an agency of the Federal Government. See, I didn't know that.

**INTERVIEWER:** So the deputy mayor and special assistant sort of thing—

**AUDREY ROWE:** Was creating that.

**INTERVIEWER:** —was to create people that knew Marion's, you know, vision.

**AUDREY ROWE:** Knew his vision, knew—and—

**INTERVIEWER:** You know, while they massaged this—you know, now I'm sure that when Muriel Bowser took her seat in the Mayor's office, that she had hundreds of people that served at her pleasure.

**AUDREY ROWE:** Right.

**INTERVIEWER:** And at the end of the first term, I'm sure you remember, we all had to submit our resignation.

**AUDREY ROWE:** We all had to submit our resignations and go. And the thing, the other thing, about the first term, the first group of people, we worked 24/7.

**INTERVIEWER:** That's right.

**AUDREY ROWE:** There was no—I mean it was almost like being back in the Movement.

**INTERVIEWER:** Or on the campaign.

**AUDREY ROWE:** Or on the campaign. Sometimes you would say, "Where's the mimeograph machine so we can get out the flyers, you know, promote something?" But you had such a dedication, such a commitment, and you also started to learn how poorly the city had been managed and run, and why so many, from my perspective, so many young children—for example, one of the first areas that I started looking at was in the juvenile justice side and in the foster care side, and what we discovered was if you were black and you were acting out or you

committed some minor—even some minor shoplifting or something like that, you ended up at Cedar Knoll, Oak Hill, or the Children's Receiving Center. If you were white and that happened, you ended up in foster care and you got sent off to one of these schools like Brown or one of these other private schools that were designed to help you work through your challenges, your issues. And we looked at the data, and I was just shocked.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** And when I shared that data with the city—as the special assistant still, with—to Elijah and to Ivanhoe, and then we talked to Marion about it, it was just very clear that Al Russo, bless his heart, who would sleep in his office and tried his damnedest to be a good human services administrator, had no clue what some of the other folks were doing down in the organization and how, I think, discriminatory a lot of the policies were. I remember—people don't—many people don't know this story, but when I was pregnant with Nyani and I actually—in the city, don't know about it, but I talk about it nationally, I applied for food stamps and Medicaid, yeah, Medicaid, and I had to go to 122 C Street, and I had to sit through the humiliating experience that one has with a social worker sitting across from you judging you and basically making you feel as though your self-worth is minimal because you're coming in for this. And for me, I was a student, and how dare I? Why didn't I just quit school and get a job? Why didn't my husband quit school and get a job? I mean, you know, these programs weren't created to support you all to go through school, and they were created for people who really needed them, and at that time, we really needed it—

**INTERVIEWER:** Yes.

**AUDREY ROWE:** —and we were eligible. And it was an awful experience. And when I was named the—before the Human Services Commissioner, when I was named the Social Services Administration head, administrator head, the first place I went was down to that office—

**INTERVIEWER:** Great.

[Laughter.]

**AUDREY ROWE:** —and when I saw the woman—oh, yeah, she was still there—she said, "I was wondering if this was you," and I said, "Oh, yeah, it's me," and she said, "Ms. Rowe, you know, I was just following the rules at that time." She did not last very long, on her own accord, she was ready to retire, but for me, the first thing I wanted to do was completely transform that office and make it look like a place that people wanted to come in and were welcomed and that was customer oriented. But that was what Marion instilled in all of us. We had to transform government.

**INTERVIEWER:** Yes.

**AUDREY ROWE:** We had to work very hard to—we had to understand the budget. And the thing that I respected about him immensely was he had a mind like a steel trap. You put a number in it, it was in it, and when you came before him, he would know your budget, he would know your programs, in some cases, better than you did, because as he traveled around, people were feeding him information because people felt he was accessible. So, if they were having a problem with child welfare or youth services or mental health or developmental disabilities, whatever it was, they would go to—they would say something to him, and he would tell them to call me or call somebody. And we all had—we all knew that when Marion went out, there was a strong possibility that somebody would be critical, and we were to answer them, and he would hold you accountable.

I remember the other time he held me accountable was when he decided that there really wasn't a program that trained up young people to learn about government, to be interested in government, to focus on social justice, and to be politically engaged in their schools, in their student governments, all of those kinds of activities, but also how do you build a network of young people in the city who could be engaged in helping to shape some of the directions and policies as it related to young people? And so he said, "Audrey, I want you to figure out, there is no SNCC [Student Non-Violent Coordinating Committee, part of the Civil Rights movement of the 1960s] for these. They're not going to learn the skills that we learned. They're not going to have the experiences we—so I want you to figure out how to put together a program focused on youth, have it reflect some of the things that we've experienced." So, I said, "Okay." And so, I went back and I did some reading and I kind of looked at youth empowerment, and what does that look like, and how do you put something together, et cetera? But it wasn't where I was focused because I was focused on, what are we going to do about these kids in child welfare? And so, I asked somebody else on the staff to do it, and I had four people working for me. And I asked one of the people who was working for me to think about this and give me something that I can give to the Mayor, which he did, and I won't mention who it was.

So, I took the report, I took the proposal, that he had given me, and I don't even think I read through it.

**INTERVIEWER:** Oh, Audrey, shame, shame, shame.

[Laughter.]

**AUDREY ROWE:** Lesson number two. I may have glanced at it, but I didn't focus on it. Took it and left it with Pat Seldon.

**INTERVIEWER:** Yeah, she was Marion's executive assistant.

**AUDREY ROWE:** Who was Marion's executive assistant. Probably an hour later, maybe 2, I got a call from Ivanhoe Donaldson [Chief of Staff] and asked me to come to his office. I went to his office, and he said, "Marion is very upset with you." And I said, "Why?" He said, "Is this the best work you can do? Because if it is, he thinks maybe he made the wrong choice in bringing you into his administration."

**INTERVIEWER:** Oh, wow.

**AUDREY ROWE:** So I took it. And he said, "I want something better by tomorrow morning." I took the paper, went downstairs, and then I started reading through it, and it was awful. Poorly written, but poorly conceived. I stayed up the entire night. I pulled materials from every kind of youth empowerment article that I had been reading, put together a proposal for the Mayor's Youth Leadership Institute, took it back that morning, gave it to Pat—no, I gave it to Ivanhoe, I gave it to his executive assistant, who was—I can see her.

**INTERVIEWER:** Tina Smith?

**AUDREY ROWE:** Tina Smith. I gave it to Tina, and she gave it to Ivanhoe, and then I get a call from the Mayor. And I'm like, oh, okay, I'm—

**INTERVIEWER:** Toast.

**AUDREY ROWE:** —I'm toast, I'm it, I'm out of here. And finally Pat took—went in, and he said something to the effect of, "This is what I expected from you, not that shit you gave me yesterday." And he said, "I have some questions about it," and we just started working on it right there, and we got it into the shape that he wanted, and he said, "Now go execute it," and I went down to Ivanhoe's office, and Ivan had a little smile on his face, he said, "Yeah, you did better." But he also said, "Why did you submit something that you had not done? And why didn't you take the time to work on this when you knew it was something that was important to the Mayor?" And so I said, "Lesson Number Two."

**INTERVIEWER:** Lesson learned.

**AUDREY ROWE:** Fine. I have learned this lesson. It will never ever happen again.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** And from that point on, I set such a high standard for myself that I ended up I think working on not only the things that I was—everything. I mean, they were very—and being really not just taking people who had been in the campaign on staff, but trying to identify one or two people who I thought were really good, or being able to tell—work with—give people tasks that play to their strengths. I did a lot more reading about managing and

managing in a transforming environment and all of those kinds of things. So, for me, one of the things that I think today is that I would not be the administrator at USDA and have the reputation that I have of running one of the top agencies within USDA, and that was said to me today by my undersecretary—

**INTERVIEWER:** The United States Department of Agriculture.

**AUDREY ROWE:** The United States Department of Agriculture. It's the Administration of Food and Nutrition Services. The undersecretary said to me today, "You have done an exceptional job. You are running an outstanding, you are running the number one agency in this department," and we both—everything I am today started with my experience with Marion, and I always give him full credit. When I speak, people who want to demonize him, I will say, "Yes, Marion had a side that, you know, was personal, but when it came to administering the government, he was focused on administering the government. He may have been out all night doing whatever he was going to do—

**INTERVIEWER:** Which harmed only him.

**AUDREY ROWE:** But when he came into the office that morning, he would have—he would be real clear. I mean, I have been in situations with Marion over the years that we were together that I look back on and I say, "How did we ever do that?" But it wasn't ever anything that was—that affected our work in governing. If he wanted me to focus on increasing the number of black businesses that worked with our agency, it wasn't go and just give people contracts, but it was work through and make sure that you are opening the process and the process itself is not discriminating against some of these businesses so that they can participate.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** Or the people that you have in place. I remember when he asked me to go—after the Mayor's Youth Leadership Institute got up and it was running and I think it was doing—he was very pleased with the first year.

**INTERVIEWER:** Oh, thrilled.

**AUDREY ROWE:** It went really well and we knew what we had to build on and we could do that. When Elijah [Rogers, City Administrator] called me up to his office and said the head of Social Services Administration, Bill—I forget—boy, names are getting really hard—was resigning, and they wanted me to go over and run Social Services Administration. And I sat there, and I thought I am 32 years old, I have never run anything, but I can do this.

**INTERVIEWER:** Of course.

**AUDREY ROWE:** I can do this. I'm ready to do this.

**INTERVIEWER:** That was one of the wonderful things about working for Marion, was that you were constantly challenged.

**AUDREY ROWE:** You were constantly challenged, and you were constantly told you could do it.

**INTERVIEWER:** Yes, absolutely.

**AUDREY ROWE:** You weren't—they didn't allow you to think, "Oh, why me? I can't—" they were very clear, "You can do this." And Elijah said, "I will work with you. You've got me and Ivan, I mean, everybody. Who do you want to take with you?"

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** And I was able to bring like Yvonne Zabriskie and Diane Lewis, because he was shrinking those special assistant functions—

**INTERVIEWER:** And did you have Jan Eichhorn with you as well?

**AUDREY ROWE:** Jan Eichhorn?

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** Yes. Jan Eichhorn went for a while. Then she moved on to do some other things. She did mental retardation developmental disabilities.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** But we went over with the belief that we could do this, and, you know, the meeting with the administrators who were there and sitting there and thinking, my god, how did these people manage to be in government all of this time? I mean, they were—you went to the head of Family and Child Services, and in her office, the files with the—the file cabinets were leaning because there were so many files on top of them, it looked like—it just looked like a war zone almost, it was just so—and I knew you couldn't—she couldn't be managing very effectively in that environment. And so, we worked, and one we tried to do, and I knew I could rely on Elijah, I knew I could rely on Ivanhoe, but I also knew I could rely on Marion.

**INTERVIEWER:** Oh, yeah, sure.

**AUDREY ROWE:** And from time to time when I got in meetings, I learned very quickly from that experience of don't give him anything you haven't read, nothing went out of the office that I did

not see, even if it was going to, at that time I guess Jim Buford was there at one point as the [Director of] Human Services, nothing went out of my office that I didn't see. Now, that meant on nights I'd be coming home with a box that was full of folders, and my routine was to get up at 4:00 in the morning and to go through everything and so that when I came back into the office, it was done, and we were ready to—and so I looked a work ethic, I learned a commitment, I learned that excellence was—I mean, I learned so many things that I've applied in my life.

**INTERVIEWER:** Right.

**AUDREY ROWE:** And, again, you know, I'm not saying anything to you that I haven't said publicly, so when people challenge that, well, you know, he did this, I say the reason the city is where it is today is because of the policies, and particularly the economic policies, that Marion had and the way—the people that he put in charge of RLA [Redevelopment Land Agency] and some of the—and the kinds of deals that people were able to negotiate, and his understanding that you needed anchors in places, and government needed to be the anchor. All of that work was going around, but we also knew that the tax base was shrinking, and we had a very low tax base.

And I will tell you the other thing is the first shock being in the job was sitting across from Members of Congress who were telling—I mean, I'm in there, we've got Gladys Mack, we've got the Mayor, we've myself, we've got Elijah, whoever the agency heads are that were all in there, and it was the most humbling and humiliating experience that I had. It was just that was when I realized what it meant not to have home rule—

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** —because I would have congressmen sitting across from me telling me their wife thinks that this program that we're not funding is an excellent program, and he's putting it back in our budget.

[Laughter.]

**INTERVIEWER:** Their wives.

**AUDREY ROWE:** Their wives did not, or I'll never forget Sasha Bruce House was one of the projects that, you know, they were getting a lot of money—

**INTERVIEWER:** Sasha Bruce House was for?

**AUDREY ROWE:** For runaways.

**INTERVIEWER:** For runaways.

**AUDREY ROWE:** For runaways. And they were getting money from various other resources. And so we, at a time when you're trying to slim budgets, you know, we reduced the amount of funding that was going to them so that we could move funding over. Sitting in a session, and a congressperson said to me, "By the way, we're fully funding Sasha Bruce House, it's going back in your budget, and you have to find something else to reduce." So, I learned how the challenge of not having statehood and not having somebody who was advocating in there for you.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** But I also think when we—after the first year or so when we walked in there, they knew we were ready because Marion had set a standard of what he expected, and he was very focused on the budgets. One of the other stories I tell people all the time is when—one of the things I started to understand was his focus on planning and budgets and how you go about developing your budget and the planning that goes on. And so we started planning that year's budget probably months ahead of time, so by the time we walked in to sit down with them, I was able to walk through what we had done and where we were and what our numbers and why we made this decision, how we were going to make that decision, and how—and I saw this smile come across his face, and he just said, "Okay. Okay. All right."

[Laughter.]

**AUDREY ROWE:** And he signed off on whatever we were asking for, and may have tweaked a few things, but, again, it was—and I said to him, you know, "I'll just take a page out of your book, Mr. Mayor," when we walk in, we have to be ready.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** And so—and the other things—and then on the personal side, you know, one of the things that Marion knew is that he could trust me, and on a couple of occasions when after Mary [Treadwell, Marion's ex-wife] got into her difficulty—

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** —and there was a possibility of her being able to come out [of jail] and go into a halfway house, et cetera, Marion called me and asked me to help negotiate some of those so that—you know, opportunities and to help think through where and what Mary would do and how she could work and where we could give her a package that would allow the parole board to say, "Yeah, you can go, you can go out." That was a personal relationship. He knew that there were things that if he needed someone to trust to do, not big things, but small things that

were personal to him, that he could turn to me to do it, and he never ever asked me to do anything that if I saw—my rule of thumb was if I take an action and it's in the *Washington Post* and it's written up, will my mother be pleased or will she not?

[Laughter.]

**AUDREY ROWE:** And if she won't be pleased, I'm not doing it.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** And so there were some things that I would just say, "Mr. Mayor, I'm not sure how that's going to work. Let me look at it." And he knew if I was ready to do it, I would say, "Yeah, we can do it, and here's how we can do it," or if it wasn't—but his first administration, even going into the second, to his reelection, you know, we worked on the reelection campaign. We knew it would be a different kind of administration because we would now—you know, we had built something, and now we really needed to—

**INTERVIEWER:** Well, and also some of the early people—I think most of the deputy mayors bailed out—

**AUDREY ROWE:** After the first administration.

**INTERVIEWER:** —after the first administration.

**AUDREY ROWE:** Yeah, which they did, which—

**INTERVIEWER:** You know they came in because there was no way that he could turn over what he wanted to do to the people who were in charge.

**AUDREY ROWE:** Yeah. And I think that first administration understood his—I mean, we understood that he had high expectations for the outcome of what we were going to do.

**INTERVIEWER:** Well, not only that, but we had been there at the creation when—you know, we knew what the vision was because—

**AUDREY ROWE:** Right.

**INTERVIEWER:** —you know we had contributed to it—

**AUDREY ROWE:** We had contributed to it.

**INTERVIEWER:** —we were listening to it for months on the campaign trail.

**AUDREY ROWE:** Yeah, yeah.

**INTERVIEWER:** So there was no sort of—you didn't have to sit down—he didn't have to sit us down and say, "This is my vision for the city"; we knew it.

**AUDREY ROWE:** Yeah. And I remember the other thing he asked me one time—this is after Stephen and I got married, and I was in his office, and he turned and looked at me and he said, "Why did you marry Stephen?" I said, "What do you mean?" He said, "No, don't get me wrong. He's a really nice guy. I really like him and we get along really fine. But why did you marry him?" I said, "Well, because we fell in love and we decided to get married." He said, "Yeah, but why did you marry him?"

[Laughter.]

**AUDREY ROWE:** And then he just started laughing, and he said, "I'm going to ask him the same thing, why did he marry you?"

[Laughter.]

**AUDREY ROWE:** I said, "Mr. Mayor," but he knew—there was some decision that was happening at the RLA or the board or whatever, but he was wondering why Stephen was taking the position that he was taking, and Jim [Gibson?] was wondering, and so they kind of, you know, like, "What's Stephen doing?" But then Stephen came—Stephen had the kind of relationship where he would just show up at the office and say, "Is the Mayor available? Because I need to talk to him about something," and he would explain. So, that rapport was always there.

But I think a lot of the early work that was done in economic development, understanding what's happening with our tax base, I learned more about government, and many of us who have continued on with our careers, I think the foundation of what we are doing today was set in the first Barry administration.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** It really was. And, you know, I don't—I think that when people ask me, "How in the world could people in the District of Columbia reelect him after he got out of jail?" and I said—I would always say, "Do you know what he has done for this city? Do you know what the people in Southeast and Northeast, do you know how disengaged they were prior to his coming in and how they were brought in and supported by the policies and economic development that Marion did, that he was really very focused on the least of us?"

**INTERVIEWER:** Yeah. Mm-hmm.

**AUDREY ROWE:** And, yeah, those people are going to come out and vote for him, those young people who were in Pride who are now dads and maybe even some of them by now have some teenagers, are going to come out and vote for Marion because he built the infrastructure, and then they finally will say, "Well, yeah, he did do a lot."

**INTERVIEWER:** Yeah. One of my interviews this past week was with Norm Nixon—

**AUDREY ROWE:** Oh, yeah.

**INTERVIEWER:** —who was 15 years old when he volunteered for Marion's campaign in '78, and, you know, he's now—lives in a house near where Marion and Effi used to live, and has two children, college-educated children, and so forth, and this is a guy who came from public housing with a single mother.

**AUDREY ROWE:** Yep.

**INTERVIEWER:** He was smart.

**AUDREY ROWE:** He was.

**INTERVIEWER:** And he was in the right place at the right time.

**AUDREY ROWE:** The right time. There are a half a dozen of those young men.

**INTERVIEWER:** Oh, there are more; there are hundreds.

**AUDREY ROWE:** Well, there are hundreds, but I'm thinking of the Mayor's Youth Leadership group.

**INTERVIEWER:** Oh, yeah.

**AUDREY ROWE:** Some of them I—

**INTERVIEWER:** The initial—

**AUDREY ROWE:** The initial group, the first group, I look at where those young men are today. I ran into—and I'm trying to think of his name, but he was in the first Mayor's Youth Leadership class, and I was in D.C., I was working either in Connecticut or New York or someplace, and had come to D.C., and it turned cold, and I didn't have a hat, and I was really cold, and I had a meeting in Georgetown, and I remembered that there was this store on Wisconsin Avenue that

sold hats, and I said if I can just go in and get a tam, I'll be happy, and I went, and it was in Georgetown Park, and I went in, and I'm trying on, you know, looking at the tams and different things, and I asked the young man, I said, "Could you tell me how much this costs?" and he looked at me and he said, "Are you Audrey Rowe?" and I said, "Yes." And he said, "I'm—" and he gave me his name, "I was in the first Mayor's Youth Leadership class." And I said, "Oh, terrific!" And he said, "Ms. Rowe, I own this store—

**INTERVIEWER:** No.

**AUDREY ROWE:** —because of what I learned in that first Mayor's Youth Leadership class."

**INTERVIEWER:** Yeah. Yeah.

**AUDREY ROWE:** "You can't buy a hat in this store."

[Laughter.]

**AUDREY ROWE:** "You pick out what you want and it is yours because I owe what I have today to what I learned in the Mayor's Youth Leadership and to Marion Barry."

**INTERVIEWER:** Oh, I'm going to cry. That's a beautiful story.

**AUDREY ROWE:** He owned the store.

**INTERVIEWER:** That's—in Georgetown Park, for god's sake.

**AUDREY ROWE:** In Georgetown Park.

**INTERVIEWER:** That's fantastic.

**AUDREY ROWE:** It was a hat store. It must have been in the early 2000s, middle 2000s, but he started in the first Mayor's Youth Leadership Institute.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** And there are young men—when we were at the funeral [Barry's funeral in November 2015], there were alumni who were coming up, and they were hugging, and they had their—and I'm looking at these kids. I mean, that first class, and all of the classes I'm sure have done well—

**INTERVIEWER:** But somehow the first one.

**AUDREY ROWE:** —but somehow the first one. And the other thing about the first class was we had a couple of instructors, we didn't know, you know, what we were going to do and how we were going to do it, and plus these kids were going to be in a dormitory overnight, and, you know, what was that going to look like?

**INTERVIEWER:** They were there for 2 weeks, I think.

**AUDREY ROWE:** They were there for 2 weeks right up at—

**INTERVIEWER:** At Howard.

**AUDREY ROWE:** No, the first group went to Catholic University—not Catholic, American University—no, Catholic University.

**INTERVIEWER:** Where is it?

**AUDREY ROWE:** Up in Northeast.

**INTERVIEWER:** Okay [Catholic].

**AUDREY ROWE:** The first group went to Northeast. The second—we did that for 2 years, and then we went to Howard, and—because Howard didn't have availability in the first year, so we put them up there. But we didn't know what was going to happen, and we hired staff, and we put people together, and we went through the training, and they trained, and we hired two really good guys to kind of oversee the staff and what was going on, and we learned that there were kids from Ward 3 who lived—who had never interacted with a child from Ward 7 or Ward 8 or Ward 6, they just didn't know anything, and the same thing for the kids over there.

**INTERVIEWER:** Yeah. Norm talked about the fact that just in the campaign alone, that he came from public housing; when he was 5 years old, he was living at 14th and U when the riots occurred, you know, and that was his small universe, and he said that he—it was a revelation to him that people from all parts of the city could work together, be pleasant to each other, be friends.

**AUDREY ROWE:** Yep. And that was the spirit that carried. I mean, I never—it was just a different—the first administration—going into the second administration, I think you started getting some folks coming in who were more what I considered to be more part of the bureaucracy. And so the first one, I just felt that we were standing up a new government and we were defining the bounds of that new government, and we were defining it in a way that was based on a philosophy and a vision that Marion had.

**INTERVIEWER:** And nobody ever said, "Oh, no, we don't do it that way."

**AUDREY ROWE:** Yeah, nobody ever said that.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** But you get—and the other is just—I mean, remember when we used to do the art shows [in the Mayor's office] and we would bring in different—you would see people coming in looking at art who had never been to an art gallery, didn't know what an art gallery—I mean, Effi's involvement—I think Effi [Marion's wife whom he married during the 1978 campaign] also had on the cultural development side made a significant contribution.

**INTERVIEWER:** Absolutely.

**AUDREY ROWE:** And we were able to really think about how we bring the city together and bring the cultures of the city together, you know, but, again, had I not—I don't want in any way to say everything was always perfect with Marion.

**INTERVIEWER:** No, no.

**AUDREY ROWE:** It was not. There were times he disappointed me, there were times I disappointed him.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** There were times I wanted to wring the neck of some people who were around him. There were times when, you know, I would just be beside myself with things that people were doing around him. But when it came to running the government, he was solid.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** I mean, I just think—and he would—I mean, the kind of advice—okay, so he put somebody who was a non-social worker in charge of a social work agency, so you have people like Jay Chung, who was at Howard University School of Social Work, and all of the other social workers who were of prominence, the black social workers and all that, and they would go to Marion and say, "You've got to get her out of there."

[Laughter.]

**AUDREY ROWE:** "She doesn't know what she's doing. You've got to get her out of there." And Marion would say, "No," and then he would call me and say, "Okay, you need to form an advisory group. Put Jay Chung in charge of it. You need to do this. You need to do that. And

you need to calm them down and you need to have them—," and his words were always, "You need to have them pissing out rather than pissing in."

**INTERVIEWER:** Exactly.

[Laughter.]

**AUDREY ROWE:** So you need to take—and we would do it, and, yes, that would calm them down, and they would be—they were advisory, you know. I had lots of problems with, oh, it was Ward 7's Council member—

**INTERVIEWER:** Wilhelmina Rolark.

**AUDREY ROWE:** No, after—

**INTERVIEWER:** Oh, no, she was [Ward] 8.

**AUDREY ROWE:** Yeah, no, 7 was a guy, tall, thin, I'm just blanking.

**INTERVIEWER:** Oh, Spaulding?

**AUDREY ROWE:** Not Spaulding, no, he was—

**INTERVIEWER:** Spaulding was 5.

**AUDREY ROWE:** Spaulding was 5. It was the one from Ward 7.

**INTERVIEWER:** 7. Who was 7?

**AUDREY ROWE:** Who was 7? Anyway—

**INTERVIEWER:** Anyway.

**AUDREY ROWE:** For some reason, I did something to this Council member, and he—every time I appeared before him, he would rake me over the coals.

**INTERVIEWER:** Oh, dear.

**AUDREY ROWE:** He would just—it was a terrible relationship, and he went to Marion and said, "Get rid of her," and Marion would say, "No, I'm not going to get rid of her." And he said, "Audrey, you've got to go break bread," because I was more, "Let's just get the job done."

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** You know? Okay, I know there is some care and feeding that I need to do, but if I'm spending all this time doing care and feeding, I'm not going to be able to do the job and help to restructure, because at that time they were restructuring the Commission on Social Services and, you know, bringing in new people, and we had bodies buried in all kinds of places that we needed to figure out how to get people to retire or encourage them to retire, and, you know, you bring somebody in over and you create an artificial structure, and so there were all of these moving pieces that we had.

**INTERVIEWER:** And a number of those people lived in Ward 7.

**AUDREY ROWE:** And a lot of those people lived in Ward 7, and that's why they went to—ah.

**INTERVIEWER:** The Council member from Ward 7.

**AUDREY ROWE:** The Council member from Ward 7 at that time.

**INTERVIEWER:** Whom we can't remember.

**AUDREY ROWE:** Whom we can't remember. And I know he's passed away because somebody had told me that he had passed away. But, you know, so you had—but Marion was so good at the politics as well. You know, okay, he would—and he would not—now, I don't know if there were other people that asked him if someone else had asked him to move me, if he would have gone ahead and talked to me about it or whatever, but I think he believed I was doing the right thing.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** And, you know—

**INTERVIEWER:** No, he would stick up for you.

**AUDREY ROWE:** He would stick up for me, and, you know, that's the kind of person if you're working for that you will give them 24/7 and 300 percent to get a job done and support him as, you know, in any way you can.

**INTERVIEWER:** Yeah.

**AUDREY ROWE:** So that's what—and I think that's the team. I mean, Diane [Lewis]—at one point, Diane, myself, Gladys [Mack] may have been a part of this, Tina [Smith] may have been, there were a number of us, and we were working on something, and we were there every night

until 9:00 or 10:00 at night, and we were in Marion's office one night, and we said, "Marion, why don't you just get a group home so that all of us would just have someplace to live? Because we we're here all the time, let's just get a group home," and he started laughing, and he said, "No," you know, he said—and he realized what that meant because we were away from our families and whatever, and kids were growing up and you weren't there to be around them, and he was sensitive to that, but we knew the work, because that was when Diane's—part of Diane's job was to create the separate state agency because the School Board just wasn't—and the State Agency was so weak, we were just trying to figure out the education agenda, and then figure out the youth agenda, and the human services agenda, and the economic, and where they all came together.

And the other thing he allowed me to do, I went to the Kennedy School [at Harvard] and went to the Institute of Politics, and I was gone for 5 or 6 months, and I learned a lot in that experience, but when I came back, I also realized that it was time to leave the job that I was in, and I had a conversation with Elijah, and we agreed—I wasn't ready to leave government, but I kind of sensed that there was a piece that we were missing, and I knew we were missing it in our shop and we were missing it overall, and that was data that could drive policy and research that could drive policy. So, you know, they said fine. I think we all agreed that it was—I had stayed my tenure, so it was okay to go and do—but they weren't ready and I wasn't ready to leave government, so I got to go and set up this office of research and policy.

**INTERVIEWER:** Wonderful.

**AUDREY ROWE:** And we did 5 different research papers. Two of the women that I hired as researchers, one is now the preeminent researcher on welfare, and she's over—well, she just left Mathematica, and she is over at the Center on Budget and Policy Priorities, and the other is a head of the foundation, the NEKC Foundation and the work that's going on, because she was the children's piece, Donald was focused on the welfare, poverty, et cetera, pieces. We produced about 5 reports, and the first one I presented to him, and he told me to present it to the Cabinet because it was a look at what we were saying were our policies and where our money was going, and there was a total disconnect.

**INTERVIEWER:** Oh, gosh.

**AUDREY ROWE:** And so you can't achieve on the policies if you're spending money on something else. And Marion said it was the first time he had a chance to see that. So, you're able then to figure out what you need to do to get money better aligned with the policies that you're trying to promote.

**INTERVIEWER:** Fabulous.

**AUDREY ROWE:** We did one on housing and the double-up effect and how many people were living—multiple families were living in one apartment. And we did about three or four other reports, and that gave rise to the office that was then created in—I can't remember whether it's the City Manager's, City Administrator's office, or in the Mayor's office, which was the Office of Research Data and Policy Analysis.

**INTERVIEWER:** Yeah, it was in the Mayor's office.

**AUDREY ROWE:** It was in the Mayor's office. We left. Donna [who?] went her way. I went to—I don't remember where I went when I left there. Oh, I went with Jim [Gibson] to Rockefeller [Foundation] and continued to work on some of the poverty things we were working together and when I was in the administration, but always knew that if—Marion always knew that if he needed anything—I mean, he stayed in contact.

**INTERVIEWER:** Oh, of course.

**AUDREY ROWE:** He stayed in contact.

**INTERVIEWER:** No, he doesn't let any of us go.

**AUDREY ROWE:** He didn't let any of us go. I may not hear from him for a year, and then all of a sudden, you know, I'm looking at, "Whose number is this?" and you call back, and it's him, and, "Here's what I need," or, "Can you do this?" or whatever. And he always knew how—and he knew how to raise money, because you need money for campaigns, I've learned that. But I just think his contribution to this city, the story, the various stories that are being told, and I'm hoping that the work that you all are doing gives a framework for some additional—

**INTERVIEWER:** It is.

**AUDREY ROWE:** —perspectives on what Marion did, because I think he was a great Mayor for the city.

**INTERVIEWER:** Yeah. Well, thank you very much for your contribution. This is a great interview.

**AUDREY ROWE:** Great.

**INTERVIEWER:** Many, many thanks.